

Instruction clarifies enlisted roles, responsibilities

BY MICHAEL BRIGGS

12th Flying Training Wing
Public Affairs

RANDOLPH AIR FORCE BASE, Texas (AFPN) — Air Force officials further clarified and standardized the roles, responsibilities and duty titles of its enlisted Airmen with the latest Air Force Instruction 36-2618, The Enlisted Force Structure.

The 19-page document, certified by Chief Master Sgt. of the Air Force Gerald R. Murray, substantially revises the old version of the regulation.

"I urge all Airmen to read and understand the enlisted force structure AFI," Chief Murray said in a CMSAF Perspective released Dec. 10 and available online at www.af.mil/media/viewpoints/CMSAFenhance.html. "This is your blueprint for success in our great Air Force ... an Air Force revered around the world. Embrace your role and responsibility as an Airman ... and we'll continue to be the outstanding enlisted force our nation values, our allies appreciate and our enemies fear," he continued.

While short in length, the instruction is the most comprehensive tool Air Force officials use to define the structure of more than 300,000 people in the ranks of Airman basic through chief master sergeant.

"To effectively train and mentor enlisted Airmen, individuals must understand the expectations placed on these Airmen," said Chief Master Sgt. Jeffrey Sergeant, 12th Flying Training Wing command chief master sergeant. "This instruction provides the information necessary to develop a clear understanding of these expectations."

The document serves as

the definitive guide for developing an enlisted-force structure that best meets mission requirements while providing a stable career field structure and opportunity for professional growth, according to the instruction.

"Clearly defining our purpose and development as an enlisted corps is more critical today than ever before," Chief Murray said. "It's the enlisted-force structure that defines us as Airmen rather than merely specialists. In recent months, we've spent a great deal of time and talent to improve this AFI to ensure we not only meet today's requirements, but also are ready to face any adversary at any time."

Changes included in the revised instruction are listings of leadership and developmental levels, general Airman responsibilities and standardized duty titles.

The instruction also provides more detail about non-commissioned officer and senior NCO responsibilities and describes special senior NCO positions.

The three enlisted leadership and developmental levels added to the instruction are tactical, operational and strategic.

The tactical level normally applies to junior NCOs and it is in this level that they perfect their primary skills. At this level the goal is to accomplish all assigned work as efficiently as possible using the people and resources available.

The operational level applies to senior NCOs. It is in this level where master sergeants transition from being expert technicians and first-

line supervisors to leaders with broader responsibilities, according to the instruction.

Most enlisted Airmen will spend their entire careers at the tactical and operational levels, the instruction states. "This is where their natural strengths — the technical skills, experience and day-to-day mission focus of the enlisted force — are most required."

The strategic level normally applies to chief master sergeants and a select few other senior NCOs assigned to higher headquarters. These Airmen focus on the strategic leadership and management of the force for current and future requirements.

"Leadership and development levels provide every enlisted member the necessary roadmap to chart a successful career," Chief Sergeant said. "At the earliest points in their careers, enlisted Airmen can identify the skills and knowledge required for every stage of their career progression, and can proactively work toward acquiring the skills and knowledge required for each stage."

"At the same time, the three leadership and development levels provide a method for articulating to everyone in the unit—from the most senior commander to the most junior Airman—what should be expected of individuals based on the positions they occupy," he said.

The revised instruction adds Airman responsibilities and further clarifies NCO and senior NCO responsibilities in chapters 3

to 5.

The Airman and NCO responsibilities focus on people in those grades being technically, physically, mentally and spiritually ready to accomplish the mission. The senior NCO responsibilities are centered on effective leadership and mentoring.

Besides general responsibilities, each chapter spells out specific responsibilities for each rank.

The final chapter of the instruction spells out specific duty titles and provides a consistent, standard approach to ensure the terms are clarified and meaningful.

It spells out who can and cannot have certain duty titles. The duty title "chief" can now only be used by chief master sergeants who are program, project or policy managers at units above the wing level. All other enlisted Airmen must now use titles such as supervisor, NCO in charge, section chief, flight chief, squadron superintendent, superintendent or manager.

The instruction defines the rank and type of duty a person must perform for each duty title listed.

"We based titles on a person's primary duties, level of responsibility and rank," Chief Murray said. "A consistent, standard approach gives the title universal meaning. When you reach a superintendent of a wing shop, you'll know you are dealing with a (senior) NCO in charge. Today's operations tempo calls for a quick understanding of a person's role. We are facing new challenges everyday, and we have to maintain our edge for every angle."

The instruction is available online at www.epublishing.af.mil.

(Courtesy of AETC News Service)



Col. Henry L. Andrews, Jr.
377th Air Base Wing
commander

Deborah Mercurio
377th Air Base Wing
Public Affairs director

Terry E. Walker
chief, Internal Information

Staff Sgt. Markus M. Maier
editor, 846-4236

Jennifer E. West
staff writer, 846-4235

Clover B. Hatcher
photojournalist
853-6657

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at www.kirtland.af.mil

E-mail articles only
to 377ABW.NUCLEUS
@kirtland.af.mil,
call 846-4236.

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Advertising and Production
Robert Lambert
advertising manager

Gina Martinez
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Lana Johnson
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representative

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Steppin' up

Master Sgt. John Brooks of the 58th Special Operations Support Squadron, sports his new "master" stripe after Col. Eric Fiel, 58th Special Operations Wing commander, promoted him under the Stripes for Exceptional Performers Program Jan. 6. Sergeant Brooks said, "I appreciate the support and sacrifices of my wife, Master Sgt. Mary Brooks, that helped me perform my best in my duties for the Air Force."



14 selected for promotion to captain

The following lieutenants were selected for captain as part of the CY04C captain Selection Board:

377th Medical Operations Squadron

Thomas G. Brockmann
Anthony W. Crane
Michael R. McCarter II
Angela M. Rosner
Chris E. Silvia

377th Logistics Readiness Squadron

Willie L. Cox Jr.

377th Air Base Wing

Morgan "Guns" O'Brien III

Air Force Inspection Agency

David A. Cook

551th Special Operations Squadron

Matthew C. Doberman

Air Force Operational Test and Evaluation Center

Brian P. Clark,
Ashton Hainge,
Timotheus Y. Itoi,
Christopher M. McGee,
Craig L. Williams

AFMC Outstanding Contracting Airman for Fiscal Year 2004

Senior Airman Rory Baumgarten of the 377th Contracting Squadron was recently selected as the Air Force Materiel Command Outstanding Contracting Airman for Fiscal Year 2004.

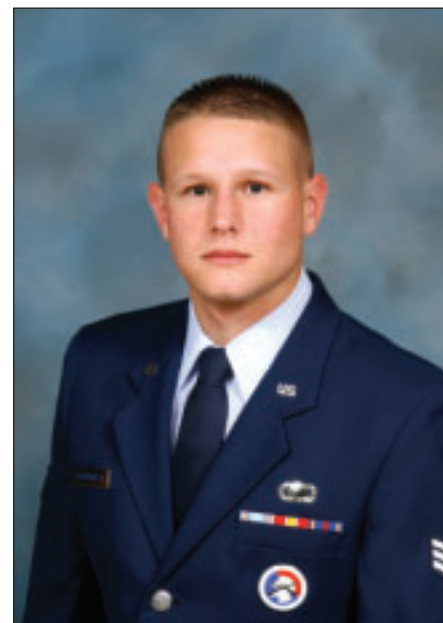


Photo by Todd Berenger

AFMC's Young Healthcare Administrator of the Year

1st Lt. Mark Cleveland of the 377th Medical Group has been selected as the Air Force Materiel Command's Young Healthcare Administrator of the Year.

Lieutenant Cleveland will receive the recognition at a program of the American College of Healthcare Executives Congress in Chicago, Ill., in February.

The lieutenant said he was honored to be considered among top young healthcare administrators.

"The excellent logistics and resource management teams that I was able to be part of made this (award) happen," Lieutenant Cleveland said.

Serving in the Air Force for 13 years, Lieutenant Cleveland has been assigned at Kirtland since June 2003. He is the resource management officer for the 377th Medical Group here, where his resource management team executes a \$25 million budget and 322 manpower authorizations for the medical group's commander.

COMMAND CHIEF'S CHOICE

Staff Sgt. Sonia Rodriguez-Ortega's job, with the 150th Fighter Wing, is to ensure personnel and equipment is transported to the correct destination in a timely fashion.

What do you like best about this assignment?

Vehicle Operations is so much more than moving cargo, it is about meeting people and making sure they are taken care of. The customer interaction has al-

ways been very rewarding to me.

What are your hobbies?

I enjoy running, watching movies, reading, and spending time with my family.

Where do you see yourself in ten years?

The Air Force has given me so many opportunities and broadens the choices I have for the future. In ten years, I hope to have completed my Master's Degree and continue to be serving in the Air Force.

